

ACCOUNTING AND BUDGETING FOR REVOLVING FUNDS

COURSE LENGTH : 4 - 5 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Demonstrates how revolving funds operate, how to prepare a budget for a typical program, how to do a Circular A -11 submission, and ways to measure your revolving fund budget plan against actual program results.

ADMINISTRATIVE SYSTEMS ANALYSIS AND DESIGN

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides the student with the tools and techniques necessary to document, analyze, and develop improved administrative systems and procedures. Topics include the concept of the systems approach in system and procedure analysis, definition of cost and economic analyses, economic life, sunk cost and inflation. Discusses concept and goal of design-cost/design-to-unit-production-cost commitments and their relationships to the life-cycle model.

ADVANCED AUDIT TECHNIQUES

COURSE LENGTH : 4 1/2 days

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Lead Auditor/Auditor in Charge/
Supervisory Auditor/GS -12/15

DESCRIPTION : Designed to fill the need of a "bridge" connecting training on computer skills and knowledges, and the use of the computer in an audit environment. Subjects include: upload/download from a host computer, use of technical experts, how and when to use statistical sampling, and planning for and using computers in an audit. A basic knowledge of database management is a prerequisite for this course.

ADVANCED COST AND ECONOMIC ANALYSIS

COURSE LENGTH : 4 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright -Patterson Air Force Base, OH

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides the experienced cost analyst with the mathematical and statistical tools necessary to develop cost estimates for weapons systems. The course covers estimating the cost of an entire weapons system, advanced regression techniques, treatment of uncertainty in cost analysis, use of models, estimating operations and support costs, and performing economic analysis. Final course for costing personnel in the DoD cost and price analysis curriculum.

ADVANCED MANAGEMENT ANALYSIS

COURSE LENGTH : 4 - 5 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Compares various approaches to organizational problems. Uses case studies to learn how to plan a study, spot and analyze the problem systematically, analyze organizational direction, find out how workers feel, judge efficiency, economy, effectiveness, and productivity, and talk with management.

ADVANCED MANAGEMENT SEMINAR

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Manager

DESCRIPTION : Provides opportunities to begin experimenting and testing individual managerial style, concepts and approaches. Provides a total systems experience.

ADVANCED MILITARY ACCOUNTING AND ANALYSIS

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Finance School/Fort Jackson, SC

RECOMMENDED LEVEL : Intern/Specialist/Journeyman

DESCRIPTION : Deals with appropriated fund accounting. One week focuses on the Army Accountant's Handbook; the other addresses accounting analysis, including a staff study.

ADVANCED QUANTITATIVE METHODS FOR COST ANALYSIS

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright -Patterson Air Force Base, OH

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides in-depth study of regression analysis in cost estimating and analysis. Develops advanced understanding of regression analysis in the estimation of complex system costs.

ADVANCED RESOURCE MANAGEMENT COURSE (ARMC)

COURSE LENGTH : 4 weeks

SPONSOR/LOCATION : Syracuse University/Syracuse, NY

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Army-dedicated program which is designed to contribute to the overall professional development of resource management personnel. Principal objectives are to: (1) provide participants with a better understanding of the total Army resource management process and the environment in which it operates; and (2) improve the management skills of participants. Subject areas include: Army organization and management; the resource management system; operational perspectives; interpersonal effectiveness; management information systems; management communications; and analysis and decision -making.

ARMY COMPTROLLERSHIP PROGRAM (ACP)

COURSE LENGTH : 14 months

SPONSOR/LOCATION : Syracuse University/Syracuse, NY

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides a high quality, accelerated program of advanced education in resource management for selected Army officers and Department of the Army civilians. Includes a post-ACP operational assignment and placement prior to reporting to Syracuse University. Training provides the future resource managers with a conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Requires a major research paper. May lead to a masters degree in business administration. Degree candidates are required to complete 51 credits. All students must successfully complete or obtain a waiver of the required management core courses.

ARMY INSTALLATION MANAGEMENT

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Manager

DESCRIPTION : Provides intense study of the installation management process. Examines organizational structure and functional areas of responsibility. Focuses on organization and functions, command and control, financial, manpower and force, facilities management, management information systems, materiel support and personnel services. Special attention is given to current philosophies and trends/challenges facing the installation manager.

ARMY MANAGEMENT CONTROL PROCESS

COURSE LENGTH : 1 day

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Covers the statutory and regulatory requirements of the Army's management control process, the underlying Army philosophy on management controls, the major elements of the Army's process and the basic responsibilities of key players in that process.

ARMY MANAGEMENT STAFF COLLEGE (AMSC)

COURSE LENGTH : 14 weeks

SPONSOR/LOCATION : Army Management Staff College/Fort Belvoir, VA

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Manager

DESCRIPTION : Instructs Army leaders in functional relationships, philosophies, and systems relevant to the sustaining base environment. The sustaining base environment includes Army functions such as resource management, personnel management, logistics management, and installation management and includes Table of Distribution and Allowance (TDA) organizations such as installation, major headquarters, depots, research and development centers, and medical centers both in CONUS and overseas. The AMSC curriculum emphasizes development of a broad based perspective on how the Army runs. The program of instruction includes coverage of military forces and doctrine, strategic studies, force integration, resource management, sustainment and materiel management, leadership and management techniques, corporate fitness, information management, communicative arts, and military and civilian personnel management.

ASSERTIVENESS SKILLS

COURSE LENGTH : 2 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Manager

DESCRIPTION : Emphasizes differences between non -assertive, assertive, and aggressive behaviors and how verbal and nonverbal behavior influence others' behavior. Teaches more productive ways to communicate instructions, recommendations, and feelings.

AUDIT MANAGEMENT SCHOOL (DOD)

COURSE LENGTH : 1 week

SPONSOR/LOCATION : DoD IG/US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Audit Manager/GS-14

DESCRIPTION : The course targets the GS-14 audit manager. It focuses on management skills and state-of-the-art changes in the auditing arena. This is a consolidated school with students attending from the Air Force Audit Agency, Army Audit Agency, Department of Defense Inspector General's Office, Internal Review, and Navy Audit Service.

AUDIT SUPERVISOR SCHOOL

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Supervisory Auditor/GS-13

DESCRIPTION : This training consists of two distinct phases: Phase 1 requires satisfactory completion of the 40-hour basic supervisory course. This training is offered through the Army Correspondence Course Program (ACCP) and is at no cost to us. The course is also conducted on a regular basis through the Office of Personnel Management (OPM), General Services Administration (GSA), and other training providers for a nominal tuition fee. This satisfies the DA requirement that all newly promoted GS-13s receive 40 hours in basic supervisory training. Phase 2, which is the Agency-conducted portion, covers the technical and some basic leadership aspects of auditor responsibilities at the GS-13 level.

AUDITOR-IN-CHARGE (AIC) REPORT WRITING COURSE

COURSE LENGTH : 3 days

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Auditor-in-Charge/GS-12

DESCRIPTION : Designed to improve auditor report writing and reviewing skills to senior GS-12s.

AUDIT SUPERVISOR REPORT WRITING COURSE

COURSE LENGTH : 3 days

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Supervisory Auditor/GS-13

DESCRIPTION : Designed to improve auditor report writing and reviewing skills at the GS-13 level. Emphasizes the Agency's audit report format.

BASIC AGENCY SOFTWARE TRAINING COURSE

COURSE LENGTH : 4 1/2 days

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Staff Auditor/GS-5/7/9

DESCRIPTION : Comprised of a combination of DBase III+, WordPerfect, and Quattro Pro training.

BASIC GOVERNMENTAL AUDITING

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides information on explaining the requirements and expectations of a governmental auditor; describing the legal and regulatory standards that apply to governmental auditors; applying Government Auditing Standards to audits; identifying appropriate evidence and preparing audit working papers that meet Government Auditing Standards; developing audit findings with condition, criteria, cause, effect and recommendations; and communicating audit findings to several different audiences.

BASIC MANAGEMENT STATISTICS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides an introduction to the elementary concepts and techniques which apply to the collection, analysis, and presentation of statistical data. An understanding is promoted for the practical application of these concepts and techniques in the process of the management of Government operations. Course topics address data collection, the computation of statistics to include measures of central tendency and dispersion, the formulation and interpretation of indices, and methods of data presentation.

BASIC REPORT WRITING COURSE

COURSE LENGTH : 2 1/2 days

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Lead Auditor/GS-9/11

DESCRIPTION : Designed to improve auditor writing skills and to impart audit-specific writing techniques.

BASIC STATISTICS

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Addresses the terms, symbols, and formulas used in descriptive statistics. Covers the concepts of correlation and regression analysis. Topics include: the meaning and role of statistics, frequency distributions and arrays, means, measures of variation, and normal distribution.

BUDGET ANALYSIS WORKSHOP

COURSE LENGTH : 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Develops workload, efficiency, and effectiveness measures for a typical Federal program; identifies strengths and weaknesses of budget justifications; conducts a mid-fiscal year financial review; comments on the financial implications of audit findings.

BUDGET EXECUTION

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Covers the "reformulation" of spending plans based on the appropriation bill as passed by Congress. Topics cover sequence of events in budget execution; impoundments, rescissions, and deferrals; reporting on budget execution; anti-deficiency act; reprogramming of funds; decision-making in budget execution; following OMB Cir A -34; and writing a budget execution plan.

BUDGET FORMULATION

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Teaches students to use proper budget terminology, to describe how a Federal agency develops its budget submission, calculate from raw data the number needed for a budget submission, complete budget schedules in tune with OMB Cir A -11, and rework budget schedules to keep current with Presidential directives.

BUDGET PRESENTATION AND JUSTIFICATION

COURSE LENGTH : 3 - 5 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Presents justifications, assembling of technical support for presentation, advocate funding and personnel resource requirements to Congress.

COMMERCIAL ACCOUNTS ADMINISTRATION

COURSE LENGTH : 1 week, 3 days

SPONSOR/LOCATION : US Army Finance School/Fort Jackson, SC

RECOMMENDED LEVEL : Intern

DESCRIPTION : Covers organization and functions of a commercial accounts branch. Includes instruction on receipt, examination, preparation, and processing of vouchers from commercial vendors. Discusses the prompt payment act, including calculation of discounts and interest penalties. Covers imprest fund and small purchase procedures. Discusses commercial accounts section.

CONTRACTING OFFICER'S REPRESENTATIVE

COURSE LENGTH : 1 week, 4 days

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides overview of legal requirements and fundamentals of contracting that lead to award of a contract. Course concentrates on service contracts.

CONTRACTOR PERFORMANCE MEASUREMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Defense Systems Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Details the basic principles in planning, organizing, and integrating a development/production contract. Focuses on the use of earned value for measuring progress.

COST ACCOUNTING IN GOVERNMENT OPERATIONS

COURSE LENGTH : 3 - 5 days

SPONSOR/LOCATION : US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Addresses principles of cost accounting in government operations, identification of cost accumulation methods for product costing, recognition of the break even point, and comparison of direct costing versus absorption costing.

COST ESTIMATING FOR ENGINEERS

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides an overview into the qualitative and quantitative techniques used in cost estimating and cost analysis. Addresses methods of developing cost estimates, as well as procedures for evaluating uncertainties in the cost estimates. Topics include design -to-cost, statistics, regression analysis, economic analysis, and learning curve theory.

COST/SCHEDULE CONTROL SYSTEMS CRITERIA (C/SCSC)

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright -Patterson Air Force Base, OH

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides an understanding of the evaluation and surveillance techniques of contractor -initiated performance measurement systems. Course content includes in -depth analysis of the C/SCS C criteria and their interrelationships, effect on contractor performance measurement and the discipline, visibility, and integrity effects they have on contractor management control systems.

DATA BASE MANAGEMENT SYSTEMS

COURSE LENGTH : 2 1/2 days

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Examines the field of data base management, concentrating on the characteristics which distinguish data base management from file management and traditional computer access methods.

DATA COLLECTION AND ANALYSIS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Shows how to collect and analyze data and how methods shape results and reliability of management study or audit.

DBASE III+ FOR AUDITORS

COURSE LENGTH : 4 1/2 days

SPONSOR/LOCATION : US Army Audit Agency, Various locations

RECOMMENDED LEVEL : Staff Auditor/GS-9/11

DESCRIPTION : Provides training on DBase III+ oriented to auditors.

DECISION RISK ANALYSIS

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides theory and application of methodology for a decision risk analysis. Subjects include an analytical techniques clinic, decision analysis, subjective estimation, network techniques, and simulation. Case studies emphasized.

DEFENSE MANUFACTURING MANAGEMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Defense Systems Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Presents the basic principles to be followed in planning, organizing, integrating, and measuring a production/manufacturing program. Follows a system life cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are addressed from both the Government and industry viewpoints.

DEFENSE REGIONAL INTERSERVICE SUPPORT (DRIS) AGREEMENTS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Concentrates on DRIS regulatory policies and procedures, organizational functions and responsibilities, interservice, interdepartmental and interagency support agreement negotiations, DRIS studies, preparation of DD Form 1144 and supporting documents, and DRIS reporting.

DEFENSE RESOURCES MANAGEMENT COURSE (DRMC)

COURSE LENGTH : 4 weeks

SPONSOR/LOCATION : Defense Resources Management Institute, Naval
Postgraduate School/Monterey, CA

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman or Manager

DESCRIPTION : Gives managers an opportunity to develop understanding of the concepts, principles, processes, applications and techniques of Defense Management Integration concepts, principles and techniques of management decision theory, economic reasoning, and quantitative analysis. Emphasis on the analytical aspects of resource management, including needs, objectives, alternatives, analytical models, effectiveness, cost and criteria analysis.

DEFENSE WORK METHODS AND STANDARDS

COURSE LENGTH : 5 weeks

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides the skills necessary to analyze methods and procedures, establish non-engineered and engineered work standards, and design and use a work measurement structure that will support the information needs of the management structure. Enrollees are presented a definitive concept of the management process, providing an understanding of management activities.

DESIGNING AND ANALYZING STATISTICAL EXPERIMENTS

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Teaches student how to design experiments that produce valid statistical results to be used in test and evaluation decision making processes. Statistical thinking as a total quality management program concept is stressed as an integral component of experimentation from the planning stage to the presentation of conclusions and recommendations.

DEPARTMENT OF DEFENSE (DOD) APEX ORIENTATION

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : DoD/Pentagon, Washington, DC; various conference centers; installations and commands

RECOMMENDED LEVEL : SES

DESCRIPTION : Provides newly appointed SES members with an understanding of the DoD structure and processes critical to its operation and an opportunity to learn about the other Services, observe soldiers in the field, and network with other DoD SES members.

DEPARTMENT OF DEFENSE (DOD) EQUAL OPPORTUNITY/EQUAL EMPLOYMENT OPPORTUNITY

COURSE LENGTH : 2 days

SPONSOR/LOCATION : Defense Equal Opportunity Management Institute/
Cocoa Beach, FL

RECOMMENDED LEVEL : SES

DESCRIPTION : Trains senior leaders in their equal opportunity responsibilities. Mandated by the Secretary of Defense in 1994 for all newly appointed SES members to be completed within one year of appointment to the SES.

DEPARTMENT OF DEFENSE (DOD) GRADUATE LEVEL FINANCIAL MANAGEMENT PROGRAM

COURSE LENGTH : 2 years

SPONSOR/LOCATION : Executive Agent, Department of Navy/Washington, DC

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides graduate education opportunities for DoD Financial Management employees in the National Capital Region and the Norfolk, VA areas.

ECONOMIC ANALYSIS COURSE

COURSE LENGTH : 3 1/2 days

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Intern

DESCRIPTION : Prepares the student to conduct economic analyses of materiel systems. Topics include multiple-attribute decision analysis, cost analysis, present value analysis, and sensitivity analysis. Students apply their expertise in practical exercises and a case study.

ECONOMIC ANALYSIS FOR DECISION MAKING

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Teaches the principles and techniques that will assist in the selection, from among alternatives, of a course of action which is most cost effective when considering proposed investments. Emphasis is placed on the adaptation of general business practices to interrelate with current DoD and Federal Government policies and guidelines. Through lectures and work sessions, attention is focused on the development and use of cost and output data specifically needed to evaluate alternatives. Topics include formulation of objectives, identification of underlying constraints and basic assumptions, development of alternative problem solutions, identification and qualification of benefits or outputs, cost comparison techniques, evaluation of risk/uncertainty, and methods of ranking alternatives.

ECONOMIC ANALYSIS FOR MANAGERS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Manager

DESCRIPTION : Provides conceptual basis of economic analysis and explanation of the formal process of performance. Comparison techniques are evaluated for applicability and adequacy of information. Examination and discussion of DoD guidance focuses on unique aspects of Federal resource allocation, actual and hypothetical analysis for identification of potential shortcomings.

EFFECTIVE BRIEFING TECHNIQUES

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides ideas on how to prepare and present ideas more productively in less time and with better success. Uses video tape, lectures, role playing, films, and discussions to emphasize techniques of effective oral presentations.

EXECUTIVE DEVELOPMENT SEMINAR

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : Executive Seminar Centers/Denver, CO; Kings Point, NY; and Oak Ridge, TN

RECOMMENDED LEVEL : Manager

DESCRIPTION : Addresses competencies which relate to the social-political-economical environment of the Federal Executive. Broadens the participants' understanding and administrative and managerial abilities.

EXECUTIVE MANAGEMENT

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : Defense Systems Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : Manager

DESCRIPTION : Explores the perspectives and positions of key decision-makers of the legislative and executive branches, and defense industry. Emphasis is on recent legislative and executive actions affecting weapon systems, and on the policy and procedural initiatives with a profound effect upon their acquisition.

FEDERAL BUDGET PROCESS

COURSE LENGTH : 2 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional

RECOMMENDED LEVEL : Intern

DESCRIPTION : Presents four phases of budget process, roles played by departments and agencies, budget's effect on nation's economic health, and understanding of budgeting terms such as appropriation, apportionment, allotment, obligation and outlay.

FINANCIAL PLANNING AND CONTROL TECHNIQUES

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Relates the use of financial information to the processes of management for purposes of developing and executing operating plans. Discusses various cost measurement techniques to assist the functional manager in estimating costs for developing budgets and operating plans. Provides a general understanding of the elements necessary to effectively analyze and manage financial resources.

FEDERAL APPROPRIATIONS LAW

COURSE LENGTH : 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Manager

DESCRIPTION : Presents understanding of legal aspects of Federal appropriations. Topics include how to recognize lump -sum and line -item appropriations parallel block and categorical grants, knowing the ground rules for reprogramming applying legal reasoning to appropriations, and learning how GAO audits administration spending.

FISCAL LAW

COURSE LENGTH : 4 1/2 days

SPONSOR/LOCATION : The Judge Advocate General's School/Charlottesville, VA

RECOMMENDED LEVEL : Manager

DESCRIPTION : Gives basic knowledge of law and regulations on obligation and expenditure of appropriated funds and insight into current DA fiscal problems. Covers statutory constraints and administrative proceedings in appropriation control and DoD obligation of funds.

FORCE INTEGRATION (FI)
FOR SENIOR EXECUTIVE SERVICE (SES) MEMBERS AND GENERAL OFFICERS (GO)

COURSE LENGTH : 1 week

SPONSOR/LOCATION : HQDA/Xerox Training Center, Leesburg, VA

RECOMMENDED LEVEL : Senior Executive Service (SES)

DESCRIPTION : Knowledge of the critical elements of the force integration processes, functions and interrelationships by which the Army runs.

FUNDAMENTALS OF COST ANALYSIS

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Intern

DESCRIPTION : Addresses origin of cost analysis and its impact on decision making and overview of the fundamental concepts in cost and economic analyses. Other concepts include economic life, sunk cost and inflation. Discusses concept and goal of design -to-cost/design -to-unit-production -cost commitments and their relationships to the life -cycle model.

FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Defense Systems Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides information concerning weapon system concept exploration, development, production, and deployment. Discussion of mission area analysis, acronyms, terms, directives, policies, and procedures, documentation, and current issues are included.

GOVERNMENTAL BOOKKEEPING AND ACCOUNTING

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Emphasizes basic accounting principles and practices in Federal agencies. Covers reversing entries, disposition of prior balances of undelivered orders, appropriations, estimated appropriation reimbursements, apportionments and allotments, pre-payments, acquisition and inventories, operating costs and expenses, equipment acquisition, disposal and depreciation, disposition of proceeds from sale of assets, sales on account, cash receipts, and adjusting/closing entries. Course offers refresher training for those with prior accounting.

GRADUATE COST ANALYSIS PROGRAM (GCAP)

COURSE LENGTH : 16 months

SPONSOR/LOCATION : Air Force Institute of Technology/Wright-Patterson Air Force Base, OH

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides a high quality, accelerated program of advanced education in cost analysis for selected Army officers and Department of the Army civilians. Includes a post-GCAP operational assignment and placement prior to reporting to AFIT. Training provides cost analysts knowledge of management concepts and skills, as well as technical skills required in the increasingly complex cost analysis environment. Actual cases are used to focus on the application of cost analysis in the DoD decision making process.

May lead to a masters degree in cost analysis. Degree candidates are required to complete 66 graduate and eight undergraduate quarter hours over two four-week summer sessions and five 10-week academic quarters.

HARVARD UNIVERSITY PROGRAM FOR SENIOR EXECUTIVE FELLOWS (SEF)

COURSE LENGTH : 8 weeks

SPONSOR/LOCATION : John F. Kennedy School of Government, Harvard University/Cambridge, MA

RECOMMENDED LEVEL : SES/GS-15

DESCRIPTION : Challenges participants to step out of their accustomed professional roles, broaden their awareness of the forces that shape their operating environment, and think analytically about themselves as executives and leaders. Offers the opportunity to refine skills in: strategy and political management; policy analysis and design; and mobilizing organizational capacity.

HARVARD UNIVERSITY PROGRAM FOR SENIOR EXECUTIVES IN NATIONAL AND INTERNATIONAL SECURITY (SENIS)

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : John F. Kennedy School of Government, Harvard University/Cambridge, MA

RECOMMENDED LEVEL : SES

DESCRIPTION : Enhances the ability of participants to work effectively and constructively with people whose orientations differ from their own. Offers an opportunity to escape "the tyranny of the in-basket" and to think about issues of national security with a broad spectrum of peers.

HARVARD UNIVERSITY PROGRAM FOR SENIOR MANAGERS IN GOVERNMENT (SMG)

COURSE LENGTH : 120 hours

SPONSOR/LOCATION : John F. Kennedy School of Government, Harvard
University/Cambridge, MA

RECOMMENDED LEVEL : SES

DESCRIPTION : Uses the high-level of experience and skill that participants bring to the classroom. Faculty members use case teaching. Each case is an actual situation in public management that acts as a stimulus to let participants think through possible approaches and solutions to problems.

HARVARD UNIVERSITY PROGRAM FOR SENIOR OFFICIALS IN NATIONAL SECURITY (SONS)

COURSE LENGTH : 8 weeks

SPONSOR/LOCATION : John F. Kennedy School of Government, Harvard
University/Cambridge, MA

RECOMMENDED LEVEL : GS-15

DESCRIPTION : Uses the high-level of experience and skill that participants bring to the classroom. Faculty members use case teaching. Examples of related issues covered in the curriculum include: interplay between foreign and domestic policy; global economic forces and the determination of national economic policy; and regional problems in Central and Latin America and the Middle East.

HUMAN BEHAVIOR IN ORGANIZATIONS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Involves those behavioral science subjects that relate to the field of management in the context of an understanding of the individual, the individual-organization interface and the behavioral aspects of the organizational behavior, decision making, communication, information processing, goal setting, control processes, and management by objectives.

INTERMEDIATE AUDITOR SCHOOL

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Staff Auditor/GS-5/7/9

DESCRIPTION : Presents skills needed to become a lead auditor. Attendees are given the opportunity to work in an audit team throughout a simulated audit from developing initial objectives through staffing written products with the client. There should be a 1-year interval between this course and the Trainee School. This course is a prerequisite for the Senior Auditor School.

INTERN LEADERSHIP DEVELOPMENT COURSE (ILDC)

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Center for Army Leadership/On-site at Army installations and activities

RECOMMENDED LEVEL : Intern (First six months)

DESCRIPTION : Provides instruction in and practical application of leadership doctrine and competencies including professional ethics, management technologies, planning, decision making, technical and tactical competencies, team development, teaching and counseling, supervision, and communications. Additionally, the course addresses the operational concept and structure of the US Army.

INTERPERSONAL COMMUNICATIONS

COURSE LENGTH : 2 - 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Explains the dynamics of work groups. Participants learn to pinpoint communication problems, say what they mean, and analyze and improve communication systems.

INTRODUCTION TO ADP

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Covers application requirements, automated systems development, user-manager roles, information requirements analysis and design of reports.

INTRODUCTION TO ARMY AUDITING

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Intern

DESCRIPTION : Introduces to new auditors the duties and responsibilities of Army internal auditors. Students learn the audit process through the completion of the "audit game."

INTRODUCTION TO FINANCIAL MANAGEMENT

COURSE LENGTH : 4 - 5 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides overview of functional areas of financial management, budgeting, accounting, internal control, and management services. Case materials give experience in summarizing, analyzing, and reporting financial results. Provides an understanding of the roles budget analysts, accountants, and auditors play in accomplishing financial management goals.

INTRODUCTION TO LIFE CYCLE COSTING

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright-Patterson Air Force Base, OH

RECOMMENDED LEVEL : Intern

DESCRIPTION : Acquaints students with the concepts of Life Cycle Costing as it applies to the acquisition of systems and subsystems. Stresses the interdisciplinary nature of life cycle costing analysis and examines the influences of economic analysis, reliability, and maintainability, cost estimating techniques, models, logistics support, and procurement.

INTRODUCTION TO MANAGEMENT ANALYSIS

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Presents basic organization and management theory; uses simple descriptive statistics to present facts. Students learn to measure work, write reports, and brief management.

INTRODUCTION TO SUPERVISION

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Journeyman/Manager

DESCRIPTION : Offers a foundation in the principles and practices of supervising Federal employees. Defines the role of the supervisor and expectations of management, peers, and subordinates. Introduces basic legal requirements of Federal employee supervision and selected supervisory techniques and concepts.

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

COURSE LENGTH : 40 hours

SPONSOR/LOCATION : Center for Creative Leadership/Greensboro, NC;
Colorado Springs, CO; San Diego, CA and various
other locations.

RECOMMENDED LEVEL : Senior Executive Service (SES)

DESCRIPTION : To provide a forum in which to assess one's personal abilities and attitudes in order to increase effectiveness, productivity and leadership skills; to increase the motivation and ability to set and achieve organizational and personal goals; to stimulate continuing personal and career growth through self-directed development; to improve management skills; and build confidence in personal leadership strengths/style.

LEADERSHIP EDUCATION AND DEVELOPMENT (LEAD)

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Center for Army Leadership/Fort Leavenworth, KS and
on-site at Army installations and activities.

RECOMMENDED LEVEL : New supervisors

DESCRIPTION : Provides instruction in and practical application of leadership doctrine and competencies including professional ethics, counseling skills, communication, group development theory, team building, motivation, problem solving, and decision making.

MANAGEMENT ACCOUNTABILITY AND CONTROL

COURSE LENGTH : 2 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional
Training Centers

RECOMMENDED LEVEL : Manager

DESCRIPTION : Provides information on: describing management controls and their benefits for effective government operations; describing the provisions of the Federal Managers' Financial Integrity Act and guidelines for meeting those requirements; applying GAO standards for management controls in government; evaluating and reporting on an agency's internal control structure and assess control risk; conducting management control reviews and taking corrective action as necessary; and recognizing material weaknesses and reporting on these and the general results of control assessments.

MANAGEMENT DEVELOPMENT COURSE

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Manager

DESCRIPTION : Builds upon basic supervision courses and assists small group leaders and first-line supervisors to assess organizational situations, and identify and apply the appropriate management techniques, modes and solutions. Topics include organizational direction, setting objectives, planning operations, planning techniques, evaluating organizational and individual performance, ethics, values, delegation, coaching, leadership strategies, motivation, communication, managing and implementing change. Students assess their strengths and weaknesses and develop career plans.

MANAGEMENT OF MANAGERS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Manager

DESCRIPTION : Broadens understanding of the competencies required by subordinate managers and provides tools to be used to identify and develop managerial competencies in subordinates. Deepens understanding of modes of behavior appropriate in the supervision of other managers, the development of special capabilities required at that level of management, and clarifies the manager's role in human resources development.

MANAGEMENT SKILLS DEVELOPMENT

COURSE LENGTH : 2 days

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Introduces the student to a sustainable curriculum of instruction designed to improve the participant's capability to perform as a supervisor or leader.

MANPOWER AND FORCE MANAGEMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Intern

DESCRIPTION : Highlights the documentation system, the importance of The Army Authorization Documentation System (TAADS) and its function in manpower and force management, the requisition system, equipment and mobilization documentation, and TAADS-R.

MILITARY ACCOUNTING

COURSE LENGTH : 3 weeks, 4 days

SPONSOR/LOCATION : US Army Finance School/Fort Jackson, SC

RECOMMENDED LEVEL : Intern

DESCRIPTION : Acquaints the student with the principles, rules, procedures, and reporting requirements of the STANFINS system. Includes expenditure and reimbursement accounting, stock fund accounting, and miscellaneous accounting transactions.

OPERATIONS RESEARCH/SYSTEMS ANALYSIS CONTINUING EDUCATION PROGRAM

COURSE LENGTH : 3-5 days

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides graduate level instruction in subjects of interest to Army operations research analysts. Provides professionals the opportunity to gain an in-depth knowledge of a particular subject and to keep pace with the latest developments in the field of operations research.

OPERATIONS RESEARCH SPECIAL TOPICS SEMINAR

COURSE LENGTH : 3-5 days

SPONSOR/LOCATION : US Army Logistics Management College/Fort Lee, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides education in a specific operations research technique. Topics include cost analysis and estimation, decision analysis, design and analysis of experiments, economic analysis, linear and goal programming, non-parametric statistics, probability, regression and correlation analysis, risk analysis, statistics, and venture evaluation and review techniques.

ORGANIZATIONAL LEADERSHIP FOR EXECUTIVES (OLE)

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : Center for Army Leadership/Fort Leavenworth, KS

RECOMMENDED LEVEL : Specialist/Journeyman or Manager

DESCRIPTION : Assists managers in looking beyond daily activities to assessing and interpreting the external environment, the organization, the leadership process, the need for subordinate development at all levels, and the need for continuing self-development. Includes: developing strategies for organizational excellence, influencing subordinate performance, managing innovation and change, diagnosing systemic problems, and building excellence into the leadership team.

ORGANIZATIONAL PERFORMANCE MEASUREMENT

COURSE LENGTH : 3 days

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides the student with the tools and techniques necessary to provide organizations with performance measurement systems based on mission, workload, output characteristics, and resource requirements.

ORGANIZATION PLANNING

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Develops the facility to analyze and create organization structures and relationships. Subjects include planning an organization study, the nature and effects of alternative organizational arrangements from basic functional through complex matrix structures, staff and support activities, analysis of roles and relationships, implementation of change, and assessment of organizational effectiveness.

PERSONNEL MANAGEMENT FOR EXECUTIVES (PME) I, II

COURSE LENGTH : PME I, 8 days - PME II, 4-5 days

SPONSOR/LOCATION : Center for Civilian Human Resource Management/ Lancaster, PA

RECOMMENDED LEVEL : Manager

DESCRIPTION : PME I - Relates personnel management to the total management function; sharpens insights into the dynamics of organizational behavior and the role of executives in achieving results; improves management skills, and reveals current developments in personnel management.

PME II - Provides understanding of the theory, skills, and issues of PME and an understanding of group rapport and trust. Reinforces the human relations skills developed in PME I.

PLANNING AND CONDUCTING MANAGEMENT STUDIES

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides enrollee with the capability to plan and conduct management studies for the purpose of defining, analyzing, and solving management problems and improving an organization's efficiency, effectiveness, productivity and quality.

**PLANNING, PROGRAMMING, BUDGETING, AND
EXECUTION SYSTEM (PPBES)**

COURSE LENGTH : 1 week, 4 days

SPONSOR/LOCATION : US Army Finance School/Fort Jackson, SC

RECOMMENDED LEVEL : Intern or Specialist/Journeyman

DESCRIPTION : Provides training in resource management organization and functions, review and analysis, manpower management accounting, budgeting, economic analysis, and internal control. Students identify key documents and time sequences for PPBES, principles, rules and procedures for appropriated funds, fund flow from Congress to user, components of the Army's manpower management system, and apply obligation principles and rules.

PRACTICE PROBLEMS IN GOVERNMENT ACCOUNTING

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Exposes students to all phases of accounting. Specific topics include appropriations, apportionments, and allotments, obligations and cash expenditures, travel advances, reimbursements, payroll accounting, property transactions and unfunded cost, and year-end closing.

PRACTICAL COMPTROLLERSHIP

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : Naval Post Graduate School/Monterey, CA

RECOMMENDED LEVEL : Manager

DESCRIPTION : Features a hands-on, how-to approach to the subject matter disciplines involved in the real world setting. Emphasizes acquisition of skills and knowledges directly applicable to the job.

PRINCIPLES OF CONTRACT PRICING

COURSE LENGTH : 3 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright-Patterson Air Force Base, OH

RECOMMENDED LEVEL : Intern

DESCRIPTION : Estimates environment in which price analysis takes place, sources of data, methods for analyzing direct and indirect costs, performing profit analysis, and selected current pricing topics.

PROFESSIONAL MILITARY COMPTROLLER SCHOOL (PMCS)

COURSE LENGTH : 6 weeks

SPONSOR/LOCATION : Air University, Center for Professional
Development/Maxwell Air Force Base, AL

TRAINING CATEGORY : Competitive

RECOMMENDED LEVEL : Specialist/Journeyman or Manager

DESCRIPTION : Contributes to the professional development of mid-career military and civilian comptroller personnel. Develops the financial management expertise of managers who are responsible for defense resources. Course topics are grouped under the following subject areas: financial management at the executive level; information management; comptrollership in operating activities; comptrollership in acquisition and support activities; analysis for resource management; executive communication; economics in resource management; leadership and management; executive stress and fitness.

PROGRAM EVALUATION TECHNIQUES

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional
Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Presents methods for identifying pieces necessary in an evaluation, applying a systematic approach to evaluation and structuring an action plan and identifying and applying appropriate data gathering and analysis techniques.

PROJECT MANAGEMENT

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional
Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Presents project management from organizing and developing the project schedule to managing work in progress and forecasting staff and other resources. Teaches project cycles, cost estimating, and cost control.

PROJECT PLANNING AND CONTROL TECHNIQUES

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Presents numerous management techniques used to plan and control the cost, schedule, and technical performance aspects of project management. Emphasis is placed on work breakdown structures, schedule charts, network-based management techniques and cost/schedule control.

QUANTITATIVE TECHNIQUES FOR COST AND PRICE ANALYSIS

COURSE LENGTH : 4 weeks

SPONSOR/LOCATION : Air Force Institute of Technology/Wright-Patterson Air Force Base, OH

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides necessary knowledge for the application of quantitative techniques in the estimating and analyzing of individual elements of cost. Course includes studies of probability, descriptive, cost growth and time series forecasting, and introduction to regression analysis.

REPORT WRITING WORKSHOP

COURSE LENGTH : 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Intern

DESCRIPTION : Improves writing readability, length, clarity, etc.

RESOURCE MANAGEMENT BUDGET COURSE (RMBC)

COURSE LENGTH : 2 weeks

SPONSOR/LOCATION : US Army Finance School/Fort Jackson, SC

RECOMMENDED LEVEL : Intern or Specialist/Journeyman

DESCRIPTION : Examines the Army's budget formulation process from activity to Congressional level, including key aspects to planning and programming, the functions of the activity chief in preparation of the activity budget, the methods used and the actions taken at all levels up to the President. Covers automatic and funded reimbursement programs and their effect on installation funds. Recommend PPBES prior to this training.

SENIOR AUDITOR SCHOOL

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Audit Agency/Various locations

RECOMMENDED LEVEL : Lead Auditor/Auditor-in-Charge/GS-12

DESCRIPTION : Provides the technical and managerial aspects of auditor-in-charge responsibilities. This course is a prerequisite for the Audit Supervisor School. There should also be a 1-year interval between this course and the Intermediate Auditor School.

SENIOR EXECUTIVE SERVICE TRAINING CONFERENCE (ORIENTATION)

COURSE LENGTH : 40 hours

SPONSOR/LOCATION : HQDA/National Capital Region

RECOMMENDED LEVEL: Senior Executive Service (SES)

DESCRIPTION : Provides the civilian executive with the current vision of senior Army leadership issues of local, national and international importance to the Army; provides Army staff perspectives on managing personnel, operations, logistics, research and development, acquisition and joint military operations; presents Army's expectations of its civilian executives and their relations with political appointees, military leaders and the Congress; reinforces the communications skills needed to effectively present information to the news media and the public; provides significant opportunities for developing a network of peers from a variety of Army functions and commands.

STATISTICS FOR MANAGEMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Presents conceptual overview of statistics. Illustrates the many and varied uses of statistics, principles and methods of data collection, sampling, data analysis, management control systems, and pitfalls of statistics.

STRATEGIC PLANNING PRINCIPLES

COURSE LENGTH : 2 days

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Manager

DESCRIPTION : Provides tools, applications, and knowledge necessary to understand and implement the strategic planning process. Students will prepare a plan, conduct and implement an organizational strategic plan using a process adaptable to any organization.

SUPERVISION AND GROUP PERFORMANCE

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Manager

DESCRIPTION : Improves effectiveness of work groups from a behavioral point of view. Closely examines leadership and group behavior to understand building and maintaining an effective team. Emphasis on participant involvement in small and large group discussions, workshops, role playing, and management simulations.

SYMPOSIUM ON EMPLOYEE AND LABOR RELATIONS

COURSE LENGTH : 2 - 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Journeyman/Manager

DESCRIPTION : Presents tough issues and compares participants' views. Analyzes current thinking of managers and top administrators in public sector labor relations. Discussion under guidance of staff of OPM, Federal Service Impasses Panel, Universities, Federal Mediation and Conciliation Service, Federal Labor Relations Authority, Arbitrators, and agency experts in Labor Management Relations.

SYSTEMS ACQUISITION FUNDS MANAGEMENT

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Defense System Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Provides contracting personnel with a fundamental knowledge and in-depth understanding of the systems acquisition environment from requirement definition to field deployment.

SYSTEMS ACQUISITION MANAGEMENT (SAM) FOR GENERAL/FLAG OFFICERS

COURSE LENGTH : 4 1/2 days

SPONSOR/LOCATION : Defense System Management College/Fort Belvoir, VA

RECOMMENDED LEVEL : SES

DESCRIPTION : Explores how participants can better support, guide, and oversee acquisition programs. Participants have the opportunity to interact directly with senior leadership in order to benefit from their insight on current policy and acquisition initiatives.

TECHNICAL WRITING

COURSE LENGTH : 3 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Enables technical writers to clearly present their ideas to a wide variety of audiences through the effective use of sentences, paragraphs and graphic aids.

WORK PLANNING AND CONTROL SYSTEMS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : US Army Management Engineering College/Rock Island, IL

RECOMMENDED LEVEL : Intern

DESCRIPTION : Provides the principles and fundamentals of sound work planning and control necessary for the design of new efficient and effective systems or the redesign of current work planning and control systems for the enhancement of productivity and quality.

WORKSHOP IN PERSONNEL MANAGEMENT FOR SUPERVISORS

COURSE LENGTH : 1 week

SPONSOR/LOCATION : Local Civilian Personnel Offices/On -Site

TRAINING CATEGORY : Mandatory - Priority 1

RECOMMENDED LEVEL : New supervisors

DESCRIPTION : Teaches new supervisors the p ersonnel management knowledges necessary to function within their supervisory scope of responsibility. Subjects include: job classification and position management, alcohol and drug prevention and control program, work scheduling and leave administration, recruitment and selection, training and development, administration of discipline, grievances, recognition of employees, equal employment opportunity, labor relations, performance appraisals, and safety and occupational health.

WRITING EFFECTIVE BUDGETJUSTIFICATIONS

COURSE LENGTH : 4 days

SPONSOR/LOCATION : Graduate School, US Department of Agriculture/Regional Training Centers

RECOMMENDED LEVEL : Specialist/Journeyman

DESCRIPTION : Shows how to organize budget information, emphasize program goals, and write the final product.